



Fund

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WORKING DOCUMENT

*Tor for the Dryland Systems CRP New
Independent Steering Committee*

Submitted by:
Consortium Office

Tor for the Dryland Systems CRP New Independent Steering Committee

The CGIAR Research Program on Dryland Systems (CRP-DS)

Independent Steering Committee (ISC)

Terms of Reference

Draft

- CRP-DS The ISC will provide strategic oversight and be responsible for the overall direction, monitoring, and resource allocation across the program. Other than the Consortium Board (CB) and the Board of Trustees of the Lead Center (BoT-LC), ICARDA, the ISC is the highest authority in making collective decisions, including those on strategic oversight, approval of workplans, budget allocations, and the future directions, excellence and emphasis of the program. As such the ISC can be held to account by the BoT-LC and Consortium Board. The ISC may:
 - Request the Research Management Committee (RMC) to develop and propose medium-term and the Annual Work plan and Budget (POWB) and other planning tools for review and approval;
 - Consult with the Lead Center (LC) and CRP-DS Director on the term appointments of the Independent Task Force (ITF) and RMC;
 - Receive reports and advice from the ITF on the relevance and quality of proposed and ongoing research. Ensure that any recommendations are implemented.
 - Monitor and guide Intermediate Development Outcomes (IDOs) of the CRP-DS;
 - Provide scientific direction, monitor science quality and determine feasibility of proposed approaches to the BoT-LC and the RMC;
 - Provide direction on partnership and uptake/impact strategies;
 - Provide oversight and advice on gender and capacity-building issues;
 - Establish guidelines for membership of new Program Participants (PP) as the CRP-DS evolves;
 - Facilitate collective agreement on equitable mechanisms, processes and decision criteria for funding allocations;
 - Recommend budget allocations between PP to the BoT-LC;
 - Recommend the BoT-LC to suspend or terminate Program Participant Agreement (PPA), or amend the POWB on the basis of its evaluation of a PP's performance; changes in strategic direction or priority within the CRP; additional funds brought in by a PP or the reports submitted by such PP;

- Organize ISC meetings twice a year, preferably back-to-back with a periodic annual CRP-DS Science and Implementation Meeting (first 4 months of the year) to which ISC members are invited. ISC meeting should be organized at the end of each year to approve the POWB for next year (December) and after 6 months (July) to review the previous year annual report and the 6-months reporting). ISC meetings should be organized in PP HQs and Target Regions on rotating basis;
- ISC meetings should be set to occur prior to BoT-LC meeting having the ISC Chair to report;
- Meeting minutes are drafted after each meeting and sent to the office of the Chief Science Officer (CSO);
- Resolve any disputes among partners or with external parties that cannot be resolved by the RMC and that fall under the domain of institutional and legal responsibilities. Disputes will be resolved according to the principles of the CGIAR Constitution;
- Define policies and procedures for the functioning of ISC for approval by the BoT-SC.

The structure and functioning of ISC can evolve as the CRP-DS moves forward, including membership. Its structure as described in the proposal follows:

The ISC will be chaired by an elected member of the ISC. Other members will include:

- Members of three CGIAR PP on a 3 year rotating basis from ICARDA, ICRISAT, ILRI, and World Agroforestry Center considering that these Centers are coordinating the activities of the CRP-DS in the five targeted regions;
- Members of advanced research institutions (rotating): Agropolis (France) and the Commonwealth Scientific and Industrial Research Organisation (CSIRO) (Australia); consortia of dryland researchers such as DesertNet International.
- 2 National-system representatives (rotating) from : the Global Forum on Agricultural Research (GFAR)/Forum for Agricultural Research in Africa (FARA), the Ethiopian Institute of Agricultural Research (EIAR), the Indian Council of Agricultural Research (ICAR) (South Asia), and the Institut National de Recherche Agronomique, Morocco (INRA-Morocco);
- Representatives of development agencies (rotating): FAO, IFAD;
- Independent members will be sought based on advice of PP and the CB;
- 1-2 members of the former Scientific Advisory Committee
- The CRP-DS Director, *ex officio*.

ISC members may designate others to deputise for them at ISC meetings, but designates must be free of all conflicts of interest¹ with regard to governance. Thus, members of the ITF and

¹ The ISC member will undersign the present clause when accepting his mandate: *She/he agrees that there are no contracts, restrictions or other matters which would interfere with her/his ability to discharge her/his obligations under this ToR. If, while performing her/his duties and responsibilities under this ToR, the ISC member becomes aware of any potential or actual conflict between her/his interests and those of CRP-DS, then she/he shall*



RMC cannot be designated to represent ISC members. ISC membership may be modified by the ISC members.

ISC meetings are open to BoT-LC members and CGIAR CSO (or his designate). The Program Management Office staff (Research, Finance and Communication) is invited to each ISC meeting.

Current modifications to ISC membership under consideration are:

- Inclusion of one member of ICARDA's Board of Trustees, as recommended by the Independent Science and Partnership Council (ISPC); and
- Reducing the size of the ISC to 7-9 members.

immediately inform the ISC through its Chair. Where ISC forms the view that such a conflict does or could exist, it may direct the member to take action(s) to resolve that conflict, and the member shall comply with that instruction.